

Legacy Leadership Through Purpose Driven Performance



Connecting Provides Purpose

The relational environment in your organization is critical to 21st century success. Putting People First is good business!

“Deep within us is a primal desire to contribute something of value to this world and to stand out as a positive person in the eyes of others.” (Hallowell, Ned 2011.)

Pause and Reflect:

Even in the midst of your commitment to perform at work or at school, WHO might be people you could additionally invest in?

HOW might you Give First to them?

1. Performance is Imperative—And putting people first improves performance ¹

■ Brian McCoy

- Overview/History of McCoy’s
- Key to Success: “Work hard”
- Competing with Home Depot/Lowe’s... invest in people
- Value relationships through Giving First
- Invest in our team through our BAU training
- Relationally engage our customers through ECE
- Meeting the need for **Attention!**
- **Putting People First** is good business

■ The *bottom line* can’t be the only bottom line! ^{2,3}

■ Investing in people

- Involves Giving First as we put people first
- Takes time, but they are worth it!
- Is challenging, but brings personal growth
- Actually improves learning
- Provides life meaning and contributes legacy

■ Connecting provides purpose:

An important dimension of life meaning seems to be found in first receiving, then sharing a legacy of stories, traditions, memories, accomplishing victories, hopes, and dreams ⁴

Pause and Reflect on this Purpose Beyond Performance Challenge

A wealthy businessman in his late seventies reflected on his climb to success. “In my early twenties I dreamed of being a millionaire and by the age of thirty, I was. More millions followed, along with a plane, a yacht, and several homes—but along the way were three failed marriages, a son in the penitentiary, a daughter who attempted suicide, and law suits with partners and employees. As I reflect on these memories, now late in life, my summary would be this. Early in life I decided to climb the ladder of success, and from many people’s perspective I climbed it. But when I got to the top, the ladder was leaning against the wrong wall!”

How would you describe the **wall** you hope to climb?

I hope to _____

Note to Management:

Staff attention to customers and clients is directly proportionate to my attention to the staff!

“Corporations function according to a simple-minded and (one could argue) pathological philosophy: the single-minded pursuits of profits.

Not included: personal and family values, religion and spiritual values, love and friendship, a sense of community, a sense of patriotism, local loyalty, a sense of non-contractual obligation to employees, managers, customers, vendors, and the environment.”

—Robert Solomon, is a Quincy Lee Centennial Professor of Business and Philosophy and Distinguished Teaching Professor at the University of Texas at Austin.¹¹

“Executives often spend enormous effort, time, and resources trying to get people to know and buy in to an organization’s mission. But positive human relationships are much more important.

If you look forward to coming to work, it doesn’t matter what cause you’re working toward. Soldiers in the trenches aren’t in that moment fighting for freedom or country; they’re fighting for one another.”

—Hallowell (2010)
Harvard Business Review

2. The power of great relationships in our Relational Economy

It is not products, pricing or promotions, but *relationships* that give us a sense of connection with others. Products, pricing, or promotions can’t call you by name, can’t truly *know* you, and can’t genuinely care about you. Apparently in these business traffic patterns, we’re placing value on being *less alone*.

“Regardless of how high a company’s customer satisfaction levels may appear to be, satisfying customers without creating an emotional connection with them has no real value.”

Gallup Management Journal, March 13, 2003.

3. Your Team needs more than a paycheck⁵...they need things like:

■ Appreciation, Respect, and Encouragement

As team member’s needs are met, positive impact follows in:

- Customer Service
- Absenteeism
- Turn Over
- Loyalty
- Recruitment

All of these affect the organization’s performance

■ Your suppliers and partners need more than your orders or patronage

The best strategic partnerships with suppliers and other service providers are developed through relationships.

These partnerships increase potential in the following areas:

- A competitive advantage
- Win-win solutions
- Increased synergy
- Heightened creativity
- Cross promotion

Pause and Reflect:

I sense I am an important part of the team when someone:

4. Clients/Customers need more than what you’re selling!

■ Key to business success is to find a need and meet it

■ A key 21st century need is the need for great relationships

■ Clients/Customers need more in spite of...

- Technology
- Internet service
- Direct TV
- Home shopping
- Home banking
- Home offices

“One Gallup study found that when employees felt their managers ignored them, 40% were actively disengaged. By contrast, 22% of employees who said their managers focused on their weaknesses were actively disengaged, proving that even negative attention is better than no attention at all in employees’ eyes.”
—Gallup (2013).

“Social isolation now ranks up there with cigarette smoking, high blood pressure, elevated cholesterol, and obesity.”
—Lisa I. Berkman & S. Leonard Syme (1979).

5. Only relationships remove aloneness in our Relational Economy

Aloneness increases as we experience isolation, disconnection, and alienation.⁶

Great relationships...

- Give customers and clients more than what you serve or sell.
- Give encouraging words, smiles, respect.
- Meet the need to remove aloneness.
- Help customers develop a **traffic pattern** of returning to your organization.

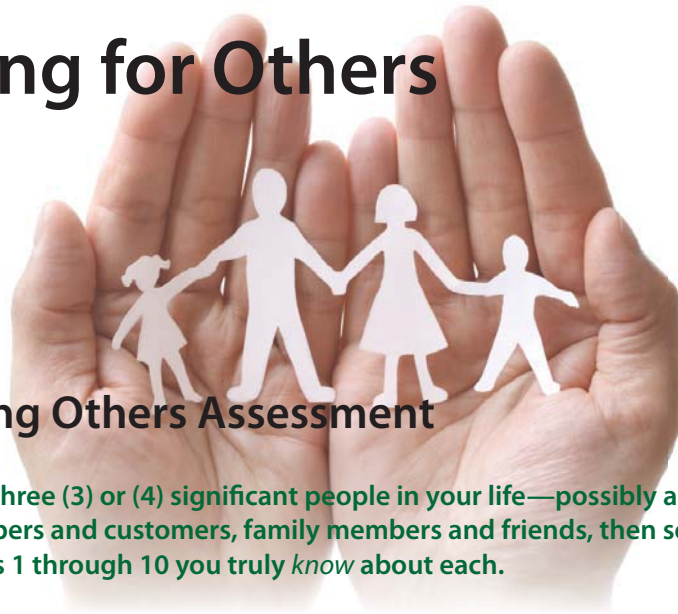
Pause and Reflect : Share together one of your own business *traffic patterns* where *Great Relationships* play a significant role in how they earn your business.

Relationships play an important role in my...

What about these relationships draws you back? ...

1

Caring for Others



Knowing Others Assessment

List below three (3) or (4) significant people in your life—possibly a mixture of team members and customers, family members and friends, then see how many of the items 1 through 10 you truly *know* about each.

Co-worker's/Customers/Family/Friend's Name(s)

1. _____ 2. _____ 3. _____ 4. _____

TRULY KNOWING:

1. A Current Celebration

1. _____ 2. _____ 3. _____ 4. _____

2. A Current Challenge

1. _____ 2. _____ 3. _____ 4. _____

3. Favorite Hobby

1. _____ 2. _____ 3. _____ 4. _____

4. Life Dream

1. _____ 2. _____ 3. _____ 4. _____

5. Favorite Type of Music

1. _____ 2. _____ 3. _____ 4. _____

6. Favorite Food/Snack

1. _____ 2. _____ 3. _____ 4. _____

7. Significant Past Pain or Disappointment

1. _____ 2. _____ 3. _____ 4. _____

8. A Future Fear/Concern

1. _____ 2. _____ 3. _____ 4. _____

9. Three Top Relational Needs

1. _____ 2. _____ 3. _____ 4. _____

10. Symptoms you see when they are hurting/upset

1. _____ 2. _____ 3. _____ 4. _____

Now plan to initiate contact and conversation with each of these people in your life—in order to better *know* them, looking for opportunities to show interest and communicate care.



Doing Business As UNusual

Relational Needs Assessment Tool

This exercise will enable you to better identify the priority of your relational needs.

Instructions:

Take time to individually respond to the following statements by placing the appropriate number beside each sentence. When you have completed all 50 statements, you may interpret your answers by using the *Identifying Your Top Needs Scoring Sheet*.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Name: _____ Date: _____

- ___1. It is important that people receive me for who I am—even if I’m a little “different.”
- ___2. It is important to me that my world is in order.
- ___3. I sometimes grow tired of trying to do my best.
- ___4. It is significant to me when others ask my opinion.
- ___5. It is important that I receive frequent physical hugs, warm embraces, etc.
- ___6. I feel good when someone takes a special interest in the things that are important to me.
- ___7. It is important for me to know “where I stand” with those who are in authority over me.
- ___8. It is meaningful when someone notices that I need help and then offers to get involved.
- ___9. When I feel overwhelmed, I especially need someone to come alongside me and help.
- ___10. I feel pleased when someone recognizes and shows concern for how I’m feeling emotionally.
- ___11. I like to know that I am significant and valued by others.
- ___12. Generally speaking, I don’t like a lot of solitude.
- ___13. I like it when my loved ones say to me, “I love you.”
- ___14. I don’t like being seen only as a part of a large group—my individuality is important.
- ___15. I am pleased when a friend calls to listen to me and encourage me.
- ___16. It is important to me that people acknowledge me not just for what I do but for who I am.
- ___17. I feel best when my world is orderly and somewhat predictable.
- ___18. When I’ve worked hard on a project, I am pleased to have people acknowledge my work and express gratitude.
- ___19. When I “blow it”, it is important to me to be reassured that I am still loved.
- ___20. It is encouraging to me when I realize that others notice my skills and strengths.
- ___21. I sometimes feel overwhelmed and discouraged.
- ___22. It’s important to me to be treated with kindness and equality, regardless of my race, gender, looks, and status.

- ___23. To have someone I care about touch me on the arm or shoulder or give me a hug feels good.
- ___24. I enjoy it when someone wants to spend time with just me.
- ___25. It is meaningful when someone I look up to says, "Good job."
- ___26. It is important to me for someone to show concern for me after I've had a hard day.
- ___27. While I may feel confident about what I "do" (my talents, gifts, etc.), I also believe that I need other people's input and help.
- ___28. Written notes and calls expressing sympathy after the death of a loved one, health problems, or other stressful events are (or would be) very meaningful to me.
- ___29. I feel good when someone shows satisfaction with the way I am.
- ___30. I enjoy being spoken well of or affirmed in front of a group of people.
- ___31. I would be described as an "affectionate" person.
- ___32. When a decision is going to affect my life, it is important to me that my input is sought and given serious consideration.
- ___33. I am pleased when someone shows interest in current projects on which I am working.
- ___34. I appreciate trophies, plaques, and special gifts, which are permanent reminders of something significant that I have done.
- ___35. It is not unusual for me to worry about the future.
- ___36. When I am introduced into a new environment, I typically search for a group of people with whom I can connect.
- ___37. The possibility of major change (moving, new job...etc.) produces anxiety for me.
- ___38. It bothers me when people are prejudiced against others just because they dress or act different.
- ___39. It is necessary for me to be surrounded by friends and loved ones who will be there "through thick and thin."
- ___40. Receiving written notes and expressions of gratitude particularly pleases me.
- ___41. To know that someone is thinking of me is very meaningful.
- ___42. People who try to control me or others annoy me.
- ___43. I am pleased by unexpected and spontaneous expressions of care.
- ___44. I feel important when someone looks me in the eye and listens to me without distractions.
- ___45. I am grateful when people commend me for a positive characteristic I exhibit.
- ___46. I don't like to be alone when experiencing hurt and trouble; it is important for me to have a companion who will be with me.
- ___47. I don't enjoy working on a project by myself; I prefer to have a "partner" on important projects.
- ___48. It is important for me to know I am "part of the group."
- ___49. I respond to someone who tries to understand me emotionally and who shows me caring concern.
- ___50. When working on a project, I would rather work with a team of people than by myself.



Doing Business As UNusual

Relational Needs Assessment Scoring Sheet

Add up your responses corresponding to each question to find the totals related to each need.

Acceptance

1 _____
19 _____
36 _____
38 _____
48 _____
Total _____

Respect

4 _____
14 _____
22 _____
32 _____
42 _____
Total _____

Comfort

10 _____
26 _____
28 _____
46 _____
49 _____
Total _____

Security

2 _____
17 _____
35 _____
37 _____
39 _____
Total _____

Affection

5 _____
13 _____
23 _____
31 _____
43 _____
Total _____

Support

8 _____
9 _____
27 _____
47 _____
50 _____
Total _____

Appreciation

11 _____
18 _____
25 _____
34 _____
40 _____
Total _____

Attention

6 _____
12 _____
24 _____
30 _____
44 _____
Total _____

Encouragement

3 _____
15 _____
21 _____
33 _____
41 _____
Total _____

Approval

7 _____
16 _____
20 _____
29 _____
45 _____
Total _____

1. What were your three highest totals? Which needs do they represent?

2. What were your three lowest totals? Which needs do they represent?

End Notes

1. Hallowell, E. M. (2010, December) What brain science tells us about how to excel. *Harvard Business Review*. 123-129
2. Human Capital Institute (2007) The Towers Perrin 2007-2008 Global Workforce Study: Insights to Drive Growth [White Paper]
3. Reilly, R. (2014). Five Ways to Improve Employee Engagement Now. *Gallup Business Journal*, 1.
4. Riordan, C. M., & Griffeth, R. W. (1995). The opportunity for friendship in the workplace: an underexplored construct. *Journal Of Business & Psychology*, 10141-154.
5. Tay, L., & Diener, E. (2011). Needs and subjective well-being around the world. *Journal of Personality and Social Psychology*, 101(2), 354-365.
6. Effects of Workplace Friendship on Employee Job Satisfaction, Organizational Citizenship Behavior, Turnover Intention, Absenteeism, and Task Performance. (n.d).

Quote references:

Hallowell, Ned (2011-01-13). *Shine: Using Brain Science to Get the Best from Your People* (Kindle Location 156). Harvard Business Review Press. Kindle Edition.

Hallowell, E. M. (2010, December) What brain science tells us about how to excel. *Harvard Business Review*. 123-129

Gallup. *State of the Global Workplace*. 2013.

Cites: Lisa F. Berkman and S. Leonard Syme. (1979). "Social Networks, Host Resistance, and Mortality: A Nine Year Follow-Up Study of Alameda County Residents," *American Journal of Epidemiology* 109(2): 186-204.

Solomon, Robert. "Lessons a Philosopher Can Teach a Capitalist." *The Alcalade* Jan/Feb (Jan. 2005): 54. Print.

McEwen, William, and Fleming, John. "Customer Satisfaction Doesn't Count." *Gallup Management Journal* (2003).



College of Business Administration

Connecting Provides Purpose

Improving Relational Skills is good for **teamwork** and good for **business** as I am challenged to grow as a BAU leader giving Exceptional Customer Experience.



Identify your three highest needs from the Relational Needs Assessment

1. _____
2. _____
3. _____

- Acceptance
- Affection
- Appreciation
- Approval
- Attention
- Comfort
- Respect
- Encouragement
- Security
- Support

★ **Critical Relational Skills:**
Listening for Relational Needs

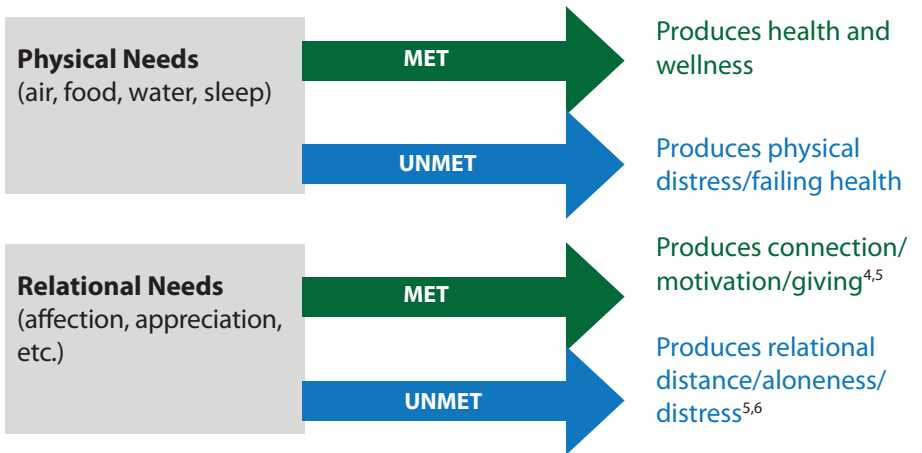
1. Find a Need and Meet It: Meeting Relational Needs¹

- Brian McCoy
 - What it takes to be successful
 - Meeting the need for **Support**
 - Investing in people takes time—and they are worth it!
 - Giving First takes planning!
 - Putting People First is a **get to** in business!

Hard wired to Connect—the Key to Human Motivation^{2,3}

Just as physical needs like air, food, water and sleep shape our physical health and well being, relational needs like affection, appreciation, encouragement and respect shape our relational health and well being.

Models of Physical and Relational Health



2. Learning About Each Other’s Top Relational Needs

Characteristics of Relational Needs:

- Needs are part of being human⁷
- Needs are cross-cultural⁸
- Needs exist in all generations
- Needs are lifelong and continuous—we don’t outgrow them⁸
- It is okay to have needs—neediness is not a defect
- Needs must be met consistently⁹
- Needs can only be met in the context of meaningful relationships
- It takes others *freely giving* to our needs in order to experience closeness
- We must be willing to freely receive what others freely give¹⁰
- Needs are an essential aspect of healthy, close relationships¹¹

Here’s how one of my top needs was recently met:

Need #1 _____: _____
Recently this need was met when _____

3. Relational Needs Summary

Make a note of others' answers as you seek to better know your co-workers, friends, or those at home—your spouse and children

Relational Need	Name	How to best meet that need, listen for needs
Acceptance		
Affection		
Attention		
Appreciation		
Approval		
Comfort		
Respect		
Encouragement		
Security		
Support		



Relational Value:

Giving to the relational needs of others makes positive impact on families, friendships, clients, customers, the workplace and the community.

"The fulfillment of needs is positively correlated with a higher sense of well-being across all world regions."

—Tay, Louis, and Diener, Ed (2011).

4. Making It Personal—Who Am I Becoming?

- Friendly service comes from being courteous...meeting relational needs like _____ and _____.
- Great service comes from serving others...through meeting relational needs like _____ and _____.
- Reliable service comes from being dependable...meeting relational needs like _____ and _____.
- Caring service comes from communicating personal interest; by meeting relational needs like _____ and _____.

Reflect on how meeting a customer's/clients Relational Needs can increase loyalty and prompt positive *word of mouth* advertising.

You Can Best Serve People you Know

Need <i>Opposite</i>	Description	Looks like/Sounds like
Acceptance <i>Rejection</i>	Receiving another person willingly and unconditionally, especially when the other's behavior has been imperfect. Being willing to continue caring for another in spite of offenses.	Having been given the freedom to fail; being given another chance. <i>I know that you want to do better. I'm looking forward to serving together.</i>
Affection <i>Coldness</i>	Expressing care and closeness through appropriate physical touch; saying "I care for you."	Appropriate greetings with friendly smiles, handshakes, and welcoming words; recognition of special days and occasions. <i>You're really special! I care for you.</i>
Appreciation <i>Criticism</i>	Expressing thanks, praise, or commendation. Recognizing accomplishment or effort—especially for what you "do".	Certificates, notes, rewards for effort as well as accomplishment; public and private recognition and thanks <i>You did a great job. Thank you for your help with dinner.</i>
Approval <i>Disapproval</i>	Building up or affirming another, affirming both the fact of, and the importance of a relationship.	You are "bragged on" and built up to others—especially for "who" you are. <i>I'm proud of you! Your diligence is very important to us. I'm glad I get to serve with you. I appreciate your diligence. I know you are working on that.</i>
Attention <i>Neglect</i>	Conveying appropriate interest, concern, and care; taking thought of another; entering another's "world."	Individual, undivided listening. Effort to get to know you and your needs. Asking your opinion. Going to breakfast or lunch. <i>Tell me how things are going. I'd like to get to know you better. What's the most significant thing you're experiencing now?</i>
Comfort <i>Pain Minimized</i>	Responding to a hurting person with words, feelings, and touch; to hurt with and for another's grief or pain.	Putting an arm around you when you're sad. Sitting quietly and just "being there." Crying with you. <i>I'm sad for you. I'm so sorry that you are going through this. I know you are really disappointed. I know it really hurts when . . .</i>
Encouragement <i>Discouragement</i>	Urging another to persist and persevere toward a goal; stimulating toward caring for others well.	A phone call to encourage you on your "big day." A note expressing belief in you, that you can do it. <i>I know you can do it. Don't give up, keep at it. I believe in you!</i>
Respect <i>Undervalue - Abuse</i>	Valuing and regarding another highly; treating another as important; honoring another.	Authority appropriate to responsibility. Freedom to do the job your way. Listening without interrupting. Checking with you before making plans that affect you. Appropriate tone of voice. Apologizing when I wrong you. <i>I'd like to hear your ideas. What do you prefer? I was wrong. Will you forgive me?</i>
Security (Peace) <i>Threat</i>	Harmony in relationships; freedom from fear, threat of harm or abandonment.	Not threatening you. Not harming you in any way. Setting appropriate limits and reasonably enforcing them. Providing for needs. Not losing temper at you. Being dependable. Keeping promises. Providing training. <i>I'm here for you. We're going to work this out. I'm going to keep my promise to you.</i>
Support <i>Alone</i>	Coming alongside and gently helping with a problem or struggle; providing appropriate assistance.	Helping you with a big project. Teaching you how. Doing hard things together. <i>I'll be glad to help you. Just let me know. How might I assist you?</i>

At times we need each of these Relational Needs, but certain of them seem to be more important than others. As you have completed the Relational Needs Inventory, comment on your top three needs.

My top three needs are _____



Learning to Identify Needs From What People Say

Listed below are some phrases you might hear from your spouse, children, friends, or coworkers. Beside each phrase write the need(s) which may be indicated by each statement.

Possible needs are:

Acceptance Affection Attention Approval Appreciation
Comfort Respect Security Support Encouragement

Expressions	Who	Need
1. "You're always so busy."	_____	_____
2. "Look what I did!"	_____	_____
3. "I don't know what to expect."	_____	_____
4. "Could I tell you what I think?"	_____	_____
5. "I'm just not sure I can count on you."	_____	_____
6. "I just can't do this!"	_____	_____
7. "I feel kind of out of place."	_____	_____
8. "I've really had a bad day."	_____	_____
9. "No one really knows me."	_____	_____
10. "It seems like we never have time to talk."	_____	_____
11. "Could you just hold me?"	_____	_____
12. "I don't think I can do this alone."	_____	_____
13. "What do you think of my idea?"	_____	_____
14. "They only like me because of what I do."	_____	_____
15. "I just can't do anything right!"	_____	_____
16. "I've had it!"	_____	_____
17. "You always make all the decisions!"	_____	_____
18. "I just want a place we can call home!"	_____	_____
19. "I told you not to do that!"	_____	_____
20. "You're always complaining! Don't I do anything right?"	_____	_____

Coaching and Small Group

Coaching

1. Complete the worksheet on page 4.
 - How many of these questions do you think your family/friends/co-workers can answer about you?
 - How many can you answer about them?
 - Who among the other participants do you know the least about?
 - After the meeting today, try to find out one new thing about that person that you can share tomorrow.
 - Based on what you learn, what Giving First might you plan?
2. Review the Top Ten Needs Definitions on p. 11 and Listening for Needs on p. 12
 - As you reflect on your top three needs, how are they showing up in your life currently? What would others observe or hear that would clue them in to what you might be needing?
 - How well have these needs been met for you in the past?
 - How well are these needs currently being met at home? At work?
 - What next steps might you take to be more aware of the needs of the important people in your life?
 - What might you do to let others know when they miss your target?

Small Group

Regarding my need for _____ you would most likely see me doing
_____ or hear me saying _____

I am most aware of my own need for _____
when _____

As I reflect on how these needs were met or not met for me in the past I
feel _____

As I reflect on how these needs are being met for me currently I could
wish for more _____

A next step for me in becoming more aware of the needs of others might
look like _____

A next step for me in becoming more vulnerable with my own needs
might look like _____

End Notes

1. Tay, L., & Diener, E. (2011). Needs and subjective well-being around the world. *Journal of Personality and Social Psychology*, 101(2), 354-365.
 2. Effects of Workplace Friendship on Employee Job Satisfaction, Organizational Citizenship Behavior, Turnover Intention, Absenteeism, and Task Performance. (n.d).
 3. Hardwired to connect: The new scientific case for authoritative communities. (2008). *Authoritative communities: The scientific case for nurturing the whole child* (pp. 3-68). New York, NY, US: Springer Science + Business Media.
 4. Gostick, A., & Elton, C. (2007). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York: Free Press.
 5. Schwartz, T., & Porath, C. (2014). *Why You Hate Work*. The New York Times. p. 1.
 6. Conley, R. (2011, July 11). *How to Build and Maintain Trust*. Retrieved August 15, 2014, from <http://talentmgt.com/articles/how-to-build-and-maintain-trust>.
 7. Hallowell, E. M. (2010, December) *What brain science tells us about how to excel*. *Harvard Business Review*. 123-129.
 8. Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4). 227-268.
 9. *Workplace Survey Summary and Methodology*. (2012, March 1). Retrieved August 15, 2014, from <https://www.apa.org/news/press/releases/phwa/workplace-survey.pdf>.
 10. Gratton, L., & Erickson, T. J. (2007). 8 Ways to Build Collaborative Teams. *Harvard Business Review*, 85(11), 100-109.
- Cohen, S. (2004). Social Relationships and Health. *American Psychologist*, 59(8), 676-684. doi:10.1037/0003-066X.59.8.676.

Quote references:

Tay, Louis, and Diener, Ed. “Needs and Subjective Well-being around the world.” *Journal of Personality and Social Psychology*, 101.2 (2011): 354.